



# From Open Innovation to Open Enterprise

## Transformation of Digital Pioneering Enterprises

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## Context

- « Open enterprise and new modes of organisation in the digital era »: a programme of the Telecom Fondation and Institut Mines Telecom (2011-2012)
- Workshops orientated towards building visions of the future (horizon of 10 years from now)
- Mix of digital pioneering companies (Accenture, Alcatel-Lucent, BNP Paribas, Google, Orange, SFR), researchers of the Institut Mines Telecom and experts





## Social vs. societal innovation

- 1980s: apogee of economic performance perceived as financially driven only
- 1990s: recognition that social performance is key
- 2000s: extension to corporate social responsibility
- 2010s: sustainability contribute to global performance

➔ Digital players are not the most advanced in taking part in this global transformation but....





## From open innovation to open enterprise

- Open source, collective intelligence, wikis etc.
- NGOs and actions in the field of Health, Education, Environment etc. (CARE, WWF, etc.)
- Public-private partnerships, social business (Ashoka, Danone Communities, etc.)
- Open innovation (P&G Connect & Develop, Google, A-L etc.)
- “Be there and see” to catch diversity

 Digital players are actively contributing to this global transformation





# The case of 3 corporate open innovation models

- P&G
- Google
- SFR





## From traditional to hybrid organisations

- Hierarchy and matrix organizations are still alive
- Network organisation: highly effective for developing innovation, collective intelligence and networking
- End of organisation? End of power?

➔ Network organisation does not mean end of power but a new expression of values and attitudes





# The case of 4 corporate digital social networks

- Accenture
- Alcatel-Lucent
- BNP-Paribas
- Orange







## The end of power?

- Collective intelligence requires rules of conduct
- Emerging new rules of conduct based on values (freedom, trust, emancipation, solidarity)
- Successful modes of organisation are based on self-elected rules by the community with a capacity to evolve in time

→ Network organisation does not mean end of power but a new expression of values and attitudes





## Balancing two driving forces

- Definition of what we mean by values
- Looking to compensate the lack of entrepreneurship, individual emancipation (ex A-L)
- Looking to develop solidarity, more collective team work, respect for others (ex Orange)

→ Emancipation and solidarity have been assessed as two key major drivers of cultural transformation





## Trends in management

- Opening up of companies always comes from a top corporate decision
- Propensity of strong resistance from the middle-management
- Evolving framework with lessons from failure and success
- Managing with inspiration and joy

➔ This implies a new attitude towards Time

